

THE FORT HOOD CUSTOMER SERVICE NEWSLETTER

July 26, 2012

FORT HOOD IS STILL "THE GREAT PLACE" **"THE FUTURE OF THE ARMY BEGINS AT FORT HOOD"**

The information contained in this newsletter is researched and provided by the Fort Hood Customer Service Officer, a Management Analyst of the Plans, Analysis and Integration Office, a Special Staff to the Garrison Commander.

CARL R. DARNALL ARMY MEDICAL CENTER'S ICE PROGRAM.

CRDAMC plays a very important role in customer service here at "The Great Place." This is evident by their participation in the ICE Program. Currently, CRDAMC has 89 separate service provider accounts listed on the Fort Hood ICE Site and 177 managers who manage the feedback customers submit for the services CRDAMC provides.

For the third quarter of this fiscal year, CRDAMC received 6,817 ICE comments, supporting a 92% Customer Satisfaction Rating, the highest satisfaction rating they have achieved since they were introduced to the program back in August of 2008. Their satisfaction rating for the entire year is 89%. So far, for this calendar year, CRDAMC has received 11,189 comments, 21% more feedback than all service providers in the Garrison.

Just recently, a training class was given to newly assigned managers, which is designed to address the importance of customer service and how that customer service relates to the ICE System. There were 33 new managers in attendance, with 31 of them being CRDAMC ICE managers. This was by far the most in attendance and the best class interaction shown.

In a recent quarterly analysis done by the Fort Hood Customer Service Officer (Dale Cowan), the following was noted:

1. The customer satisfaction rating for CRDAMC increased from 79% to 92% from the previous quarter, a jump of 13%, which is very significant.



2. The number of comment cards received by CRDAMC service providers has increased by 32% from last quarter. They have averaged about 2,273 comment cards per month over the last three quarters.

3. CRDAMCs feedback is a major contributor to the overall feedback received across Fort Hood.

Recently, a new CRDAMC ICE Manager (Alisha Quiney) has come on board and with her she brings lots of energy and enthusiasm. She manages all CRDAMC ICE Service Provider accounts and takes care of all manager concerns. If any CRDAMC ICE manager needs to contact her, she can be reached at (254) 285-5234 or email Alisha.Quiney@amedd.army.mil.

Not only does CRDAMC support Fort Hood on the installation, but they also have Medical Homes in Copperas Cove, Killeen, and Harker Heights. For more information on CRDAMC Service Providers who participate in ICE, go to http://ice.disa.mil/index.cfm?fa=site&site_id=73 and type in CRDAMC in the Service Provider Search box.

An illustration of great customer service.

A rich lawyer is travelling down the road in his limousine and he happens to observe a man out in the middle of a field off to the side of the road. This being a very slow day and he not having much to do, he asks his driver to pull over so he can get out and see what this man is doing, in hopes that he might be able to do something nice for someone on this fine sunny day. The driver pulls over and the lawyer gets out and approaches the man. He asks the man, "What are you doing?" The man replies that he is eating grass. The lawyer asks him why he is eating grass, to which the man replies, "I am homeless, without any money and so I am eating grass because I have nothing else to eat." The lawyer thinks about this for a moment and says, "Come with me to my house and I will feed you." The man thanks him and asks if he can bring his wife and child, who are sitting underneath the overpass. The lawyer states that this is fine and they all climb in the back of the limousine and begin the trip to the lawyer's home. The lawyer is very excited that he is going to be able to help this family, who is homeless and without anything to eat. A few minutes into the trip, the lawyer says to the man, "You are absolutely going to love being at my house, the grass is over a foot tall."

Moral of the story - Although this story is fictitious, it's all about taking care of the customer.

Do you have a customer service related story you would like to share with others? Submit it to the author of this newsletter, POC information on the last page.

THE FORT HOOD CUSTOMER SERVICE NEWSLETTER

July 26, 2012

Top Customer Service Trends for 2012.

Research shows that "The evolution of customer service is being shaped by changing trends in business, consumers, and the evolution of technology. Its influence as a strategic differentiator continues to grow. In fact, 86% of companies say customer experience is a top strategic priority. A more competitive business environment means that customers do not hesitate to switch providers because of poor service. Companies have to respond to these emerging trends just to stay in the game." Does this apply to services provided here at "The Great Place?" You be the judge.

Below are the top 10 customer service trends for 2012. How do they apply to how you do business with your customers?

Mobile. Customers are doing more with their mobile phones than ever before. There are more than 5.9 billion mobile subscribers today, over 87% of the world's population. The convenience and availability of mobile devices, combined with integration into Twitter and Facebook is generating a huge demand for mobile services. Businesses are responding to this demand by providing mobile customers with an array of service options.

Social Media. Social media is changing the customer service industry. It is easier than ever for customers to complain about a company and have their voices heard by millions through social media channels such as Twitter, Yelp, and Facebook. Surprisingly, only 29% of Twitter complaints were responded to by companies, despite the fact that 83% of complainants liked it when the offending company

responds. This shows that businesses are slower to adapt to emerging communication channels than consumers. More and more organizations are looking to establish effective customer service on social media channels, a trend we expect to continue. This is transforming avenues such as Twitter from one-way customer-venting channels into two-way customer service resolution channels.

Community-Based Service. Online customer communities such as message boards are a win-win for both companies and their customers. The combined number of support personnel (customers) and their knowledge is usually more than what a business can offer. Customers get their issues resolved promptly by their peers, resulting in fast service. Businesses save a lot of money by having to hire fewer customer service representatives. The growing popularity of community support software providers such as Parature and GetSatisfaction are indicative of this trend. In fact, these companies now offer a joint solution that offer organizations the ability to reap more benefits from online community-powered support than ever before.

The Cloud. Cloud-based customer service offerings are gaining more consideration from industry professionals. According to Kate Leggett at Forrester Research, "In 2012, many first-time customer service technology buyers will look first at a SaaS solution to see if this approach can meet their needs." Gartner Research predicts that at least 75% of customer-focused call centers will use a form of the cloud in their call centers in 2013. The cost savings and ease of management provided by the cloud are the primary reason for its growth. (Not sure how effective this would be for us here at Fort Hood)

Customer Feedback. The best way for companies to improve service is to ask their customers how. (*Have you heard this somewhere before???*) Customer feedback channels continue to grow at an astounding rate and include YouTube, Twitter, Facebook, Hellopeter.com, and GripeVine, just to name a few. The ability to collect and analyze feedback across all of these channels becomes a powerful source of information for the companies that are able to implement this strategy. Unfortunately, customers adopt these channels much faster than businesses, so we can expect an ongoing game of cat and mouse to occur. Best-in-class providers will be able to aggregate and analyze customer feedback across diverse channels and use them to both empower their agents and take appropriate action to improve the quality of their service. The proliferation of new social media channels has made it much more difficult for businesses to collect and make sense of this data.

Insourcing. Many North American organizations have outsourced their customer service operations overseas over the past few decades. Why? To cut costs. This has caused the quality of service to suffer, leading to customer churn. It has also angered North American customers who view outsourcing what used to be American jobs as borderline traitorous, especially with the economic situation they are in. We foresee this trend reversing for two reasons. Firstly, companies are feeling the negative impact outsourcing has on their customer service. While they're able to cut costs, the quality of customer service takes a nosedive. Acquiring new customers to replace those lost from poor service is a costly and daunting endeavor. For example, in December 2011, as a result of an agreement with its unions, US
(continued on next page)

THE FORT HOOD CUSTOMER SERVICE NEWSLETTER

July 26, 2012

Airways announced it is bringing 400 customer service jobs previously outsourced to Manila back to centers in North Carolina. AT&T recently decided to bring back 5,000 customer service jobs back to the U.S as a result of its merger with T-Mobile. Furthermore, in an effort to encourage insourcing, an anti-outsourcing bill targeting call centers was recently introduced in congress. This trend should be a win for customers, the economy, and businesses who implement it correctly.

Voice of the Customer. More companies are implementing VOC programs for their proven ability to positively impact the customer experience. Companies collect feedback to help them make improvements across their organization. The growth in VOC is driven by its benefits such as better customer loyalty and retention. Despite the increased adoption of VOC, many organizations are still not reaping its full value. Aligning the right people and processes for maximum impact remains a challenge. Taking action on the customer feedback that is collected is another hurdle most companies face. As the VOC trend increases, getting it right remains a challenge.

Video. We predict video will be increasingly used to provide customer service and support in 2012. With approximately 70% of global online consumers watching online video, consumers have an alternative way to stay informed. A well put-together video makes information easier and faster to understand and share. This is why people first flock to video tutorials before reading a manual, asking help on forums, or reaching out to an agent. Video as a cost-effective channel successfully empowers customers to resolve their own issues, ultimately deflecting calls from the call center.

Self-Service. Self-service channels continue to increase in popularity because they provide 24/7 service to the customer and deflect calls from more costly channels such as the call center. With immediate problem resolution at their fingertips, consumers gravitate to self-service options. Not having to endure hold times or email response is an attractive feature to the consumer. It is a win-win situation for both the organization and the customer, which is why self-service continues to grow.

Knowledge Management. Knowledge management has always been an important part of customer service. A well-designed system has the ability to create a better experience for both the agent and the customer. Breaking out of its silo tendencies, knowledge management is now integrating with a multitude of channels such as mobile and social media. Kate Leggett of Forrester Research states, "Knowledge management has been around for a long time, but we've seen a real resurgence. It has to be deeply integrated into CRM to personalize the knowledge that gets presented to the agent. Case in point is there are few stand-alone knowledge management solutions anymore." This trend is confirmed by Duke Chung of Parature who says, "We will see increased requests for enhanced knowledge capabilities. Over the past 10 years, knowledge management was made public on websites. I think now, companies are pushing that information out to other touch points, whether it's in social or mobile, and we're seeing a lot of opportunity to do that." Companies are rightfully leveraging knowledge management across their channels because of the benefits it provides them, their agents, and their customers.

Information extracted from a White Paper on 2012 Customer Service Trend Predictions.

© 2012 Fonolo. All rights reserved.

Fort Hood National Bank is serious about taking care of their customers....

Some may be curious as to why the Fort Hood National Bank does not participate in the ICE Program. Well, it's because they have their own feedback program. If you are a Fort Hood National Bank customer, you can visit their website at <http://www.fhnb.com/en/custserv/>.

If your questions cannot be answered under their Frequently Asked Questions section, using a Secure Message Center. They chose to use this method of customer feedback because using the Internet or email is not considered secure and the customer's privacy cannot be ensured. Under this system, The Secure Message Center will allow customers to send confidential account information through a secure channel of communication. For first time users, a simple online registration process is required.

For customer convenience, you can contact a Customer Service Representative using email, an online form, regular mail or through a phone call. The bank handles all sorts of inquiries, such as information on accounts, commercial loans, consumer loans, customer support, internet banking, jobs/careers or mortgage loans.

A Fort Hood National Bank representative will make every effort to respond to e-mail messages before the end of the next business day.

Customers can also leave comments using the online feedback form.

A representative will be available to assist customers from 7AM-10PM (Monday-Friday); 8AM-6PM (on Saturdays); and 10AM-6PM (on Sundays). To report lost or stolen ATM/Debit cards, call 254-690-5464.

THE FORT HOOD CUSTOMER SERVICE NEWSLETTER

July 26, 2012

Employee of the Month



Margaret Moore

Red Cross Volunteer in the Women's Health Clinic

Margaret came to Fort Hood in July 2009. She signed up to volunteer at the Thomas Moore Health Clinic and served at the information desk. She then transferred to Women's Health Center around May 2010. Margaret has been faithful in volunteering arriving promptly at 0730 hrs while her spouse was deployed to Afghanistan and recently cut back on her hours since his arrival home. She serves as backup to the GYN secretary, handling consults, booking appointments to include gynecological and pre-operative appointments, checking patients in at the front desk, directing patients and answering phone calls. Margaret has been so efficient at these duties that when the GYN secretary goes on leave, she has been able to keep the ball rolling without interruption to patients. She is PCSing with her spouse sometime in the near future and will be greatly missed by the Women's Health Center. Volunteers with her level of dedication cannot be appreciated enough. She wishes to carry her volunteer services at her next duty station. Carl R Darnall Army Medical Center will miss you Margaret and good luck!

Special Employee Recognition:

Do you know of someone that is doing an exceptional job in providing great customer service to our Soldiers, their Family members and others who utilize our facilities? If you can answer yes to this question, provide a short write-up and a head and shoulders photo to the Fort Hood Customer Service Officer and your submission will be evaluated to inclusion in our Monthly Customer Service Newsletter.

Let's give our employees the proper recognition, recognition that they so rightly deserve.

Quarterly ICE Awards Program in support of the quarterly Hood Hero Awards Luncheon:

Congratulations goes out to the following service providers and individuals for being selected as winners of the ICE Program, in the following categories.

Top Directorate:

DPTMS-Training Division

Customer Service "Warrior" Award:

Paul Sullivan-CRDAMC

Amneris Sanchez-CYSS, Family and MWR

Ginessa Jones-CRDAMC

Service Provider Award:

DHR-Soldier Readiness Processing Center

CRDAMC-Occupational Therapy Clinic

Legal-Soldiers' Medical Evaluation Board Counsel Office



From the staff of the Plans, Analysis and Integration Office (PAIO)



INSPIRATIONAL LEADERSHIP
Do What's Right — Always!
"THE GREAT PLACE"

**"DO THE RIGHT THING, BECAUSE
IT'S THE RIGHT THING TO DO!"**

WORDS TO LIVE BY.....

THE FORT HOOD CUSTOMER SERVICE NEWSLETTER

July 26, 2012

Interactive Customer Evaluation System: ICE benefits detailed

Have you heard of the Interactive Customer Evaluation System, commonly known as ICE? ICE is a way for Department of Defense customers to address issues, whether positive feedback or complaints, to Government service provider's respective management.

The ICE system is a Web-based tool that collects feedback on services provided by various organizations throughout the DoD. The ICE system allows customers to submit online comment cards to rate the service providers they have encountered at military installations and related facilities around the world. It is designed to improve customer service by allowing managers to monitor the satisfaction levels of services provided through reports and customer comments.

Many Soldiers, civilians and Family members contact the Inspector General office to voice their concerns and/or opinions concerning services on Fort Hood. As IGs, we initially only hear the complainant's side of the story, then we must contact the other involved parties to determine if there was a violation of standards. This can sometimes be a slow process.

ICE provides the following benefits:

- Allows DoD customers to quickly and easily provide feedback to service provider managers;
- Gives leadership timely data on service quality;
- Allows managers to benchmark the performance of their service providers against other DoD organizations;
- Encourages communication across organizations by comparing best

practices to increase performance results;

- Saves money.

When customers provide their name and contact information they will receive a personalized response to their input. Comments can also be hand written and placed in the comment boxes that are positioned throughout Fort Hood. Your input will be directed appropriately and addressed by a professional committed to serving the Soldiers, civilians and Family members of Fort Hood.

To utilize the website go to www.hood.army.mil/ice.aspx and click on the word ICE on the lower left corner of the page. There will be five headings you

can click on: Public Affairs Office, Website, Sentinel, Channel 10, and all Fort Hood Agencies.

For example, click on All Fort Hood Agencies, select a service provider and complete the comment card. After you have completed the comment card, click on submit comment card. Your feedback and responses will be

entered into their customer database. The survey will be used to improve customer services at that particular agency you click on.

If you cannot identify a violation of regulatory standard but have concerns about an issue, you should use the ICE system. By taking pride in your ability to affect change and taking advantage of

numerous opportunities to be heard at Fort Hood, you could be that voice for major change and improved capabilities on Fort Hood.

Subordinate commanders host town hall meetings to provide additional information and opportunities for leaders to communicate to the Fort

Hood community. Fort Hood Town Hall meetings offer another venue where you can address any issues or concerns during that time. Whether your question is through the ICE system or at a town hall meeting, you will be heard and your question will be answered. As always we are here to help.

Article extracted from Fort Hood Sentinel (online) by SFC Jennifer Jackson, Asst. IG, III Corps



Got a complaint?

Tell ICE

We can't fix the problems we don't know about. Share your experiences with us.

www.hood.army.mil

Click on ICE



THE FORT HOOD CUSTOMER SERVICE NEWSLETTER

July 26, 2012

CRDAMC IS LOOKING FOR YOUR FEEDBACK AND THEY ARE COMMITTED TO CUSTOMER SERVICE.

Good customer service costs nothing, but it is priceless in terms of what it means to the patients and staff at Carl R. Darnall Army Medical Center.

"Wherever they go, people have high expectations for quality service, and they shouldn't receive anything less when visiting Darnall," said Col. Patrick Sargent, CRDAMC commander. "My signature on the Army Medicine Healthcare Covenant shows my commitment to ensure quality health care to Warriors and their families. We're taking big steps everyday to help improve and enhance our services that will provide the best patient care experience possible."

"But we can't change what we don't know. That's why it's so important for patients to provide us with feedback. We need to know how they feel about their providers, the services at the hospital and clinics and access to their health care needs," he said.

Patients have the opportunity to anonymously provide feedback on their hospital visit by either completing an Interactive Customer Evaluation (ICE) comment and/or filling out the Army Provider Level Satisfaction Survey (APLSS).

The installation-wide ICE form is a commonly-known method for people to leave comments about the service they received, but not as many are familiar with APLSS.

The program, launched in 2005 by the Department of Defense and the

Army surgeon general, is conducted by an outside contractor, who mails a 24-question, confidential survey to randomly selected patients approximately one to two weeks after their visit. Patients are asked to assess satisfaction with the provider and services at Darnall and their level of overall satisfaction with the entire visit, from making the appointment to the delivery of care.

Results from the surveys are analyzed for specific comments and trends. Reports are provided every two weeks to the hospital commander, individual clinic and department chiefs, customer service, and administrative officers. In addition, all providers have access to their own scores.

Providers and leadership at Darnall do look closely at the data from the results of all surveys returned. The information is very detailed and is broken down by specific category and by provider. It is an ideal way for CRDAMC to identify areas they're doing well in and those areas that they may need to improve.

The numbers by themselves aren't an exact measure of actual performance, but serve as a benchmark for military hospitals to compare themselves to each other and to the civilian health sector. Darnall currently has an 88 percent overall visit satisfaction rating and an overall provider satisfaction rating of 92 percent.

An important aspect of the program is that the Army Surgeon General rewards military treatment facilities for both the number of surveys their patients return and the percentage of patients who rate their visit as

completely satisfied.

Every returned survey equates to a certain amount of funding for the hospital, with more money given for higher overall satisfaction ratings in certain categories. The hospital can also lose money from its operating budget if its averages fall below a certain percentage.

Any funding received through the APLSS program is re-invested back into the hospital. Last year funding was used to pay for amenities such as new awnings in the patio area and a dayroom for CRDAMC Soldiers.

It is so important that patients complete those surveys. More than 10,000 surveys are sent to Darnall beneficiaries in a month, but [they] only receive anywhere from 800-1,200 responses in a four-week period. As it can impact their overall patient satisfaction rating, they need everyone to return the surveys, especially their happy customers." If possible, patients should complete the survey on-line or mail it in, as the option to do the survey by phone, is not tied to the incentive program."

Whether it's good or bad, incentive-based or not, any type of feedback is important, and the ICE program is another great way for patients to let the hospital know how it's doing.

Every ICE comment is seen by supervisors to department chiefs to the commander all the way up to the III Corps commander. Anyone who completes an ICE comment has the option to request a response from management, and III Corps policy dictates that management has to respond to that request within 72 hours.

(continued on next page)

THE FORT HOOD CUSTOMER SERVICE NEWSLETTER

July 26, 2012

It just shows that they are serious about customer service and that customer comments won't fall on deaf ears. Their goal is to provide quality service and they need to hear from their customers how they are doing. If they know about it, they can work on ways to improve their deficiencies and reward those who went above and beyond to help.

Right now the hospital receives an equal amount of positive and negative ICE comments; however, they are seeing more positives lately.

Typically they will get complaints about the lack of parking and long waits for appointments or to pick up prescriptions. While they can't resolve every issue, such as parking, they do offer assistance and make suggestions when they can. Patients may not be aware of other options available to them when making appointments or ordering prescriptions.

Responding is just one way to promote better customer service. Reed said the hospital has recently become more proactive by educating staff members and initiating recognition programs to highlight exceptional customer service.

For the most part, they do well on customer service, as the number of complaints we receive about staff being discourteous or not being helpful is not comparable to the number of patients they see on a daily basis. But if the last thing patients remember at the end of their visit is that someone was rude to them, most likely the entire visit is rated poorly. Customer service is just common sense, remembering the basics, and to treat people how

they want to be treated.

Michelle Knight, medical support specialist at CRDAMC's new Women's Health Center, agreed.

"I put myself in the place of the patient, and think about how I would be like to be treated," she said. "I always try to make it a personal experience for them, too. If it's their birthday I make sure to wish them a happy birthday, or if they have children with them I take time to find out the child's name and talk a bit with them. It's all just about making the patient feel that they are more than just a number to us."

By Patricia Deal, CRDAMC Public Affairs



**Remember our Fallen
Heroes and the sacrifices
they made! The service we
provide should be
commensurate with the
service they provided.**



CRDAMC Uses ARMY PROVIDER LEVEL SATISFACTION SURVEY (APLSS) – in addition to ICE to determine customer satisfaction:

APLSS is a comprehensive survey program that is administered by the Office of the U.S. Army Surgeon General. The survey focuses on issues ranging from how the provider communicated with the patient during the visit to questions about access to care, cleanliness of the facility, and courtesy of the staff.

Patients are randomly selected and mailed a letter a few weeks after their clinic visit, asking them to complete a brief questionnaire regarding their care at Carl R. Darnall Army Medical Center (CRDAMC).

There are three ways a patient can fill out the questionnaire:

The first is a short-form survey of nine questions that uses a toll-free number and a voice response system.

The second method is utilizing a two page written survey.

The third method is an Internet based survey where the patients can log in with a username and a password, which is provided for the patient in the letter sent to them about the survey.

The confidential results of this survey are processed and trends are noted that provide an opportunity for CRDAMC to enhance, increase, adjust and continue to provide compassionate, world-class healthcare.....one patient at a time.

Shelia Mayberry
APLSS Program Manager

THE FORT HOOD CUSTOMER SERVICE NEWSLETTER

July 26, 2012

New Procedures in ICE for Service Provider Managers.

In accordance with the new IMCOM Policy Memorandum 5-1-1, dtd 29 May 2012, there are some new procedures for responding to ICE Comment Cards in the ICE System.

The following guidance is provided:

1. No change. All negative comments submitted by customers who leave contact information must be contacted within 3 business days (does not include training holidays, federal holidays or weekends). Close the loop in the ICE System by annotating the contact.
2. All customers who specifically request to be contacted must be contacted within 3 business days. Close the loop in the ICE System by annotating the contact.
3. "ALL" comment cards (regardless of whether they are positive or negative and regardless of whether there is contact information or not) in the ICE System must be closed out by. This is done by logging into the ICE System, viewing the comment, placing a date in the follow-up section and inputting a note that addresses that the manager has viewed the comment.

This information is being reported by our Regional Headquarters to IMCOM each month. The weekly ICE Analysis report that is done by the Plans, Analysis and Integration Office reports this weekly to the Garrison and Senior Commanders.

Contact is defined as "making contact with the customer in person, or via the phone or email."

It's important to understand that the ICE System is an "Immediate Feedback" system and making contact with the customer as soon as possible is vital to the success of the program. A simple contact, letting the customer know that you have received their comments and will address them appropriately is all that is needed to satisfy this requirement. Any follow-up contact can be updated later on with the customer and updated in the ICE System to close the loop on the comment card. It's all part of an effective communication strategy.

It's also important to reiterate that the ICE System is NOT a "Issue Resolution" process; it's a process designed to "address" customer's concerns. Resolving them is a by-product of addressing them. Not all issues can be resolved, but all issues can be addressed.

Lastly, if a customer does not leave contact information, address the issue(s) in the ICE system, not the customer. The ICE System allows customers to submit their feedback anonymously and therefore, leaving contact information is not required. Some customers simply want to bring things to our attention and do not care to be contacted.

Please contact the Fort Hood Customer Service Officer to the right if there are any questions regarding the new IMCOM Policy Memorandum or if you would like a copy of the memorandum.



USE OUR KIOSKS FOR.....

ONE-STOP SHOPPING

FOR

FORT HOOD

COMMUNITY INFORMATION

Looking for Fort Hood information?

- Can't find what you are looking for?
- Need help locating something?
- Need a helping hand?
- Need additional information?

Find it all at one of our many kiosks!



Author: Dale W. Cowan
Management Analyst, PAIO
dale.cowan@us.army.mil
(254) 288-6260